



Buckinghamshire County Council
Select Committee
Finance, Performance and Resources

Date: Tuesday 14 November 2017

Time: 10.00 am

Venue: Mezzanine Room 1, County Hall, Aylesbury

AGENDA

9.30 am Pre-meeting Discussion

This session is for members of the Committee only. It is to allow the members time to discuss lines of questioning, areas for discussion and what needs to be achieved during the meeting.

10.00 am Formal Meeting Begins

Agenda Item	Time	Page No
1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP	10am	
2 DECLARATIONS OF INTEREST To disclose any Personal or Disclosable Pecuniary Interests		
3 MINUTES To agree the Minutes of the Meeting held on 12 th and 26 th September 2017.		5 - 24
4 PUBLIC QUESTIONS		



Public Questions is an opportunity for people who live, work or study in the county to put a question to a Scrutiny Committee about any issue that has an impact on their local community or the county as a whole.

Members of the public, who have given prior notice, will be invited to put their question in person.

The Cabinet Member and responsible officers will then be invited to respond.

Further information and details on how to register can be found through the following link:-

<http://www.buckscc.gov.uk/about-your-council/scrutiny/getting-involved/>

5 CHAIRMAN'S REPORT

For the Chairman of the Committee to provide an update to the Committee on recent scrutiny related activity.

6 PROJECT AND PROGRAMME MANAGEMENT

10.10am 25 - 30

Purpose: The Committee will gain an insight into the Council's current approach to Project and Programme Management. This will be an opportunity for Members to explore the effectiveness of current methodologies, to consider whether there are sufficient dedicated resources to support project and programme management corporately and to assess any strategic risks around inconsistency of approach to project and programme management across the Council.

Contributors:

Mr John Chilver, Cabinet Member for Resources
Mr Stephen Rawlinson, Project Management Officer, Strategic Finance
Mr Richard Ambrose, Director of Finance and Assets

7 BUDGET SCRUTINY 2018 - SCOPE

10.55am 31 - 34

Purpose: The Committee is asked to consider and agree the draft inquiry scope for the Budget Scrutiny Inquiry 2018.

Contributors:

Mrs Kelly Sutherland, Committee and Governance Manager
All Members of the FPR Select Committee

8 INCOME GENERATION - 12 MONTH PROGRESS REPORT

11.10am 35 - 40

Purpose: The Committee will examine a progress report on the implementation of the recommendations from the Income Generation Inquiry after 12 months. Members will

have an opportunity to question the Cabinet Member and the Commercial Director, before discussing and allocating a RAG status for the progress of each recommendation.

Contributors:

Mr John Chilver, Cabinet Member for Resources

Mr Jonathon Noble, Commercial Director, Resources

9 LASR PROPERTY REVIEW AND ONE PUBLIC ESTATE UPDATE 11.40am 41 - 44

Purpose: The Committee will receive an update on the progress of the LASR Property Review and One Public Estate work.

Contributors:

Mr John Chilver, Cabinet Member for Resources

Mr Donald Milligan, Programme Manager

Mr Richard Ambrose, Director of Finance and Assets

10 EXCLUSION OF THE PRESS AND PUBLIC

To resolve to exclude the press and public as the following item is exempt by virtue of Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972 because it contains information relating to the financial or business affairs of any particular person (including the authority holding that information)

11 LASR PROPERTY REVIEW UPDATE 11.40am

The Committee may continue more detailed discussions in confidential session.

12 DATE AND TIME OF NEXT MEETING 12.15pm

Tuesday 19th December 2017 at 10am in Mezzanine Room 1, County Hall, Aylesbury.

Purpose of the committee

The role of the Finance, Performance and Resources Select Committee is to hold decision-makers to account for improving outcomes and services for Buckinghamshire.

It shall have the power to scrutinise all issues in relation to the Council's strategic performance, financial management and corporate issues. This will include all areas under the remit of the Council's Headquarters and Business Services Plus (Business Unit). This includes, but not exclusively, responsibility for scrutinising issues in relation to:

- The Strategic Plan and Medium Term Financial Plan
- HQ Assurance responsibilities—including scrutiny of the strategic oversight of capital
- HQ Strategy & Policy responsibilities—including the strategic commissioning of Council resources.
- HQ Enterprise—including the commissioning of services from Business Services Plus such as legal services; and ICT; and the Council's strategic approach to communications and customers.

- The overall effectiveness of the scrutiny function
- Strategic alliances and partnerships with others externally—nationally, regionally and locally.

By convention the Chairmen of the other Select Committees are invited to participate in the annual budget scrutiny inquiry, whereby the Executive's draft budget is automatically referred for scrutiny as part of the annual budget setting process.

Webcasting notice

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If you would like to attend a meeting, but need extra help to do so, for example because of a disability, please contact us as early as possible, so that we can try to put the right support in place.

For further information please contact: Kelly Sutherland on 01296 383602; Email ksutherland@buckscc.gov.uk

Members

Mr W Bendyshe-Brown	Mr M Farrow
Mr T Butcher	Mr D Martin
Mr C Clare (VC)	Ms J Ward
Mrs A Cranmer	Mr D Watson (C)



Buckinghamshire County Council
Select Committee
Finance, Performance and Resources

Minutes

FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE

MINUTES OF THE FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE HELD ON TUESDAY 12 SEPTEMBER 2017, IN MEZZANINE ROOM 1, COUNTY HALL, AYLESBURY, COMMENCING AT 2.03 PM AND CONCLUDING AT 3.48 PM.

This meeting was webcast. To review the detailed discussions that took place please see the webcast which can be found at: <http://www.buckscc.public-i.tv/core/portal/home>
The webcasts are retained on this website for 6 months. Recordings of any previous meetings beyond this can be requested (contact: democracy@buckscc.gov.uk)

MEMBERS PRESENT

Mr W Bendyshe-Brown, Mr C Clare (Vice-Chairman), Mrs L Clarke OBE, Mr M Farrow, Mr D Martin, Mrs J Teesdale and Mr D Watson (Chairman)

OTHERS IN ATTENDANCE

Mrs S Ashmead, Mr R Beel, Ms L Forsythe, Ms J Hunt, Mr N Hussain, Mr L Jeffries, Mr O Milambo, Ms G Quinton, Mr B Roberts, Mrs K Sutherland and Ms J Ward

1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP

Apologies were received from Tim Butcher and Julie Ward. Members noted that Lesley Clarke OBE and Jean Teesdale had been substituted onto the Committee for this meeting.

2 DECLARATIONS OF INTEREST

There were none.

3 CHAIRMAN'S INTRODUCTION

The Chairman welcomed everyone to the meeting, particularly members of the public who were in attendance and then outlined how the meeting would be conducted.

4 VALIDITY OF THE CALL-IN

The Chairman welcomed Mrs Linda Forsythe, Corporate Governance Lawyer and Deputy



Monitoring Officer to the meeting. Mrs Forsythe confirmed that the Call-in request received from Mr Brian Roberts, supported by Mrs Julie Ward and Mr Niknam Hussain was valid and she recommended that the Committee should consider evidence from both parties at the meeting.

5 CALL IN SUBMISSION

The Chairman welcomed Mr Brian Roberts, County Councillor for Aylesbury South East, Mrs Julie Ward, County Councillor for Aylesbury East, Mr Niknam Hussain, County Councillor for Aylesbury South West, Mr Rob Beel, Member of the Bucks Sports and Social Club and Mrs Jenny Hunt, Chairman of Stoke Mandeville Parish Council to the meeting. The group were advised that they had a total of 15 minutes to present their case, followed by questions from the Committee.

During the presentation and in response to subsequent questions the following main points were noted:

- In September 2016, Brian Roberts attended a meeting to discuss possible reforms to the Bucks Sports and Social Club and a potential lease arrangement. By the end of November 2016, the lease should have been prepared but nothing happened.
- In March 2017, club staff raised a number of concerns with Brian Roberts as their local County Councillor and he took these issues to the Cabinet Member and relevant officers and suggested a further meeting should be held. Mr Roberts continued to press for Officers to meet with Members and Club Members, but this didn't happen.
- Finally on 24th July 2017, two officers met with two club staff but the Cabinet Member decision recommending closure of the club had been published on 19th July, to be taken on or after 27th July.
- It appeared that a draft lease had been prepared and a business case had been put together with a view to turning the club's fortunes around and club members believed that this was being progressed.
- Whilst Mr Roberts fully acknowledged that Buckinghamshire County Council faced financial challenges, he believed that local residents were right to raise concerns about a lack of engagement and consultation around the possible closure of the Club. Stoke Mandeville Parish Council only heard about the possible closure on local radio station, Mix 96 which Mr Roberts felt was unacceptable. Over 800 people had signed a petition opposing the club's closure.
- There were a number of inaccuracies in the report, particularly around the membership figures. The report claimed there were only 56 members, but the level of representations made on this decision illustrated the number of people who use the club regularly, many of whom had been advised that they could not become members currently.
- There had been no consultation with local Members or the Greater Aylesbury Local Area Forum ahead of the Cabinet Member Decision report being published and no public consultation feedback had been included in the Cabinet Member report, despite the report template clearly indicating that consultation feedback should be included. There was also no evidence that an Equalities Impact Assessment had been undertaken.
- Wes and Mel Personal Training (WMPT Sparks) currently delivered their fitness classes at the Club and had been told that their bookings would be honoured to April 2018, although the Cabinet Member Decision stated bookings would only be honoured until 31st October 2017.
- There was a risk to the Council's reputation due to the lack of consultation.
- Between 2003 and 2012, the Club was producing an average annual surplus of £24,500. In recent years, since the BCC Facilities Management team had been

managing the Club, there had been a financial deficit of -£5,500 in 2015, -£25,000 in 2016 and -£64,500 in 2017.

- Club members recognised that it was not part of the Council's core business and agreed that the current situation was unacceptable. In 2016, two former County Councillors had offered to represent the Club Committee and put their case forward, which included offering to take on the lease of the club by forming a legal entity to allow this and a schedule of works for the site which included investing in new changing rooms. Subsequently it was discovered that the Councillors had not presented these ideas and had turned down an invitation to establish a Community Interest Company (CIC).
- Club Members had now incorporated as a CIC, lease terms had been drawn up and they had investigated options for new changing rooms. They believed that they could increase the membership and revenue the Club produced and asked for this opportunity, as set out in Option 3 of the Cabinet Member Decision report to be considered.
- The Localism Act 2011 allowed facilities to be registered as an Asset of Community Value. In 2015, Stoke Mandeville Parish Council wanted to nominate Bucks Sports and Social Club as an Asset of Community Value and was advised by Buckinghamshire County Council's (BCC) Estates department not to proceed. The Parish Council agreed to reconsider but ultimately decided to submit a bid, which was accepted by Aylesbury Vale District Council in May 2015 and BCC was notified.
- On 21st July the Parish Council was alerted from a report on local radio that there was a plan to close the Bucks Sports and Social Club. The Cabinet Member report was then obtained and Mrs Hunt, Chairman of Stoke Mandeville Parish Council contacted the Cabinet Member to make representations and to complain about lack of consultation. There has been plenty of opportunity to consult the Parish Council and the users of the Club. Mrs Hunt asserted that BCC had failed to follow Government guidelines on public consultation.
- Mr Hussain advised that the green space of the Club site helped BCC with its duty around Health and Wellbeing and was well-used by the whole community, including Booker Park School who used the playing fields for their sports lessons.
- Mrs Ward reiterated concerns about reputational risk to the Council due to a lack of engagement around the proposal to close the Club, which was widely used.
- There had been mismanagement and miscommunication at the Club over the past couple of years, particularly in connection with diary management for bookings.
- 400 people recently attended a Fun Day event at the Club, 190 people would like to become Members and the Committee was confident that if they could replace the changing rooms they could further increase the membership.
- Up to 2014, the Club had been run well and the Council published the Club's accounts up to this point. BCC took over the management of the Club in 2014, due to financial impropriety at the Club by a member of BCC staff who was no longer working there.
- The Club had previously been open six nights a week and during the day at the weekends – this level of activity had reduced since BCC took over. The Air Ambulance landed there and clients from the Spinal Injuries unit at Stoke Mandeville also used the Club to socialise.

The Chairman thanked all contributors for attending the meeting.

6 RESPONSE TO THE CALL-IN

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources, Mrs Gill Quinton, Executive Director for Resources, Mr Lloyd Jeffries, Operations Director and Mr Oster Milambo, Deputy Head of Strategic Assets to the meeting. The Cabinet Member and the officers were reminded of the time in which they had to respond, explaining the reasons behind

the decision to close the Bucks Sports and Social Club, followed by questions from the Committee.

During the presentation and in response to Members' questions, the following main points were noted:

- The Cabinet Member thanked everyone who had submitted representations, as he was grateful to have the views of the public. There were over 60 representations and a petition with over 700 signatures.
- The decision to close the Club had been a difficult one but the alternatives had been fully considered. Essentially the decision was a financial one – the Club was losing money and required significant capital investment to rectify a number of issues e.g. asbestos in the changing rooms. The Council had no money to invest in the Club, the provision of which was not a statutory duty of the Council.
- At the end of 2014, the Club was running at a loss of £12,000. The income of the Club was being subsidised at that time by NHS staff parking there during the week, but this was no longer the case. The projected overspend for 2017-18 was £65,000. The Club currently had 56 paying members, all BCC staff, previously in August 2016 the membership stood at 163.
- When a site has been listed as an Asset of Community Value it is subject to certain regulations. If the owner decides to dispose of the asset either through freehold sale or granting a qualifying lease of 25 years or more, this would trigger a period of consultation. In this instance, BCC had not decided to dispose of the site.
- Mr Chilver confirmed that he had consulted with Mr Roberts ahead of the Cabinet Member Decision being taken, but the report did not cover this in any detail.
- Mrs Quinton acknowledged that there had been weaknesses regarding consultation but the facts remained that the Club was in poor repair, making a financial loss and had a 70% vacancy rate during the day. Although there had been discussions over a lengthy period regarding a transfer of the management of the Club, an agreement had not been reached.
- New memberships had not been offered since BCC took over management of the Club as the future of the Club was uncertain.
- Although there had been a series of meetings with County Councillors and the proposed Club Committee, BCC had never received a full business case or confirmation of a legal entity which could take over the lease and management responsibility for the Club.
- In response to a question from a Member about a figure for VAT which appeared in the Profit and Loss sheet, officers were unable to explain why VAT had been included.
- Carter Jonas had considered a number of options for the Bucks Sports and Social Club site as part of a wider Property Review. There were five options which included developing part of the site and retaining the Club or redeveloping part of the site and retaining the playing fields. To date no decision had been made about disposal or future use of the site.
- Club bookings were being made through BCC Facilities Management team.

The Chairman thanked all contributors for attending the meeting.

7 COMMITTEE DELIBERATION

The Chairman invited Members of the Committee to share their views on the evidence which had been heard, with a view to deciding whether to reject the Call-in or to refer the decision back to the Cabinet Member for reconsideration.

The Committee unanimously agreed that the decision should be referred back to the Cabinet Member for reconsideration and advocated that Option 3 in the original report should be

revisited, as there had been a lack of consultation with service users and local Members and the Club Committee had now organised itself more effectively and could be in a position to take over the management of the Club and make it profitable.

The Committee proposed that the Cabinet Member should take a period of three months to have further discussions with local Members and the Club Committee and then report back to the Select Committee on his decision. The Cabinet Member agreed to this proposal.

8 DATE AND TIME OF NEXT MEETING

Tuesday 26th September 2017 at 10am in Mezzanine Room 1, County Hall, Aylesbury

CHAIRMAN

County Councillor
David Watson

Buckinghamshire County Council

Electoral Division
Flackwell Heath, Little Marlow & Marlow
South East

Copper Howe
17 Wendover Road
Bourne End
Bucks
SL8 5NS

Telephone 01628 810761
Email: dwatson@buckscc.gov.uk

14th September 2017

Mr John Chilver
Cabinet Member for Resources
Buckinghamshire County Council

Dear John,

Re: Call-in of Decision R04.17 Bucks Sports and Social Club

Many thanks to you and your officers for attending the special meeting of the Finance, Performance and Resources Committee, held on Tuesday 12th September to consider the call-in of Decision R04.17 Bucks Sports and Social Club.

I am writing to confirm that the Committee unanimously agreed to refer the decision back to you, as Cabinet Member, for reconsideration, in light of all the issues which were raised during the meeting. In particular, Members highlighted the following:

- Concerns about a lack of consultation, both with users of the Bucks Sports and Social Club and the local Members
- Possibility that Option 3 could be pursued now that the Bucks Sports and Social Club has a new Committee, who appear willing to take on the management of the Club and hope to make it financially viable.

It was agreed at the close of the meeting that you would reconsider the decision and provide the Committee with a response within three months. The Finance, Performance and Resources Committee will be holding a budget briefing on **Tuesday 19th December**. I would like to invite you to present Members with your response on this date, as this would prove timely.

Yours sincerely

David Watson
Chairman – Finance, Performance and Resources Select Committee



Buckinghamshire County Council
Select Committee
 Finance, Performance and Resources

Minutes

FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE

MINUTES OF THE FINANCE, PERFORMANCE AND RESOURCES SELECT COMMITTEE HELD ON TUESDAY 26 SEPTEMBER 2017, IN MEZZANINE ROOM 1, COUNTY HALL, AYLESBURY, COMMENCING AT 10.04 AM AND CONCLUDING AT 12.16 PM.

This meeting was webcast. To review the detailed discussions that took place please see the webcast which can be found at: <http://www.buckscc.public-i.tv/core/portal/home>
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MEMBERS PRESENT

Mr C Clare (Vice-Chairman), Mr M Farrow, Mr D Martin and Mr D Watson (Chairman)

OTHERS IN ATTENDANCE

Mr M Adams-Wright, Mr R Ambrose, Mr J Chilver, Dr J Sage and Mrs K Sutherland

1 APOLOGIES FOR ABSENCE/CHANGES IN MEMBERSHIP

Apologies were received from Bill Bendyshe-Brown, Tim Butcher and Julie Ward.

2 DECLARATIONS OF INTEREST

There were none.

3 MINUTES

The minutes of the meeting held on 4th July 2017 were confirmed as a correct record.

4 PUBLIC QUESTIONS

There were none.

5 CHAIRMAN'S REPORT

The Chairman reported that the Growth Inquiry report, which was a joint piece of work



undertaken by all four Select Committees, had been well-received at Cabinet yesterday with all recommendations agreed. He commented that it was likely that the Committee would undertake follow up work on this topic.

The Chairman also advised that the draft minutes of the special meeting of the Committee held on 12th September 2017 to consider the Call-in of the Bucks Sports and Social Club decision would be published on the Council's website today.

6 PERFORMANCE MANAGEMENT AND QUALITY ASSURANCE

The Chairman welcomed Dr Joanna Sage, Head of Insight and Business Improvement to the meeting. Members received a PowerPoint presentation detailing the Council's new approach to Performance Management. During the presentation and in answer to subsequent Members' questions, the following main points were noted:

- The Council was introducing a systems change, which would improve the promotion and management of performance information to ensure that employees at all levels embraced performance management (PM).
- A new approach was required in order to tackle a number of challenges including: a lack of consistency across Business units in terms of their PM tools and processes; no clear line of sight across the Council; duplication of effort in recording performance indicators; and performance issues not being escalated quickly enough.
- In April 2017, the Council had 19 different performance frameworks operating with 893 different performance indicators being reported. A new standard Council-wide approach was needed, which would promote the benefits of performance management to staff.
- The Council was introducing the Covalent system for performance reporting. Covalent was already being used effectively for risk management and would enable some automation of data collection.
- The BI team was developing a maturity model to help to track the Council's progress in performance management, based on former Audit Commission work and research into PM. An Outcomes-based Accountability (OBA) approach was being introduced and workshops would be starting in October 2017. Dr Sage advised that although improvements should be evident within a year, this would not be the end of the journey.
- Dr Sage confirmed that work had been taking place with the Organisational Development team regarding training and an Outcomes-based Accountability approach would lead to more people-centred and qualitative performance indicators. The empowerment of staff to own their data would also lead to better quality information.
- In relation to the alignment of performance indicators with their associated cost in order to assess value for money more accurately, Dr Sage explained that work was taking place on an integrated reporting system for Finance and Performance, with improved narratives to aid understanding. Covalent was already used for risk management which would also allow risk to be linked.
- The next phase of the performance management journey would be to extend the new approach to include contract measures.
- In relation to best practice at other Local Authorities, Members heard that Essex County Council had been using an OBA approach and Swindon had a very efficient performance management system, with a user friendly interface for residents which allowed them to further interrogate data on their website.
- Dr Sage welcomed the idea of sharing best practice across the Council, potentially by creating agile teams.

The Chairman thanked Dr Sage for her presentation.

Following the meeting, the Chairman agreed that the Finance, Performance and Resources Select Committee would play a role in supporting improved Performance Management at the Council by conducting periodic 'deep-dive' assessments of the most persistent performance challenges.

7 UPDATE ON ICT AND DIGITAL

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources and Mr Mark Adams-Wright, Head of ICT and Digital to the meeting. The Head of ICT and Digital provided Members with an overview of his service and the priorities and challenges. During the discussion and in answer to Members' questions, the following main points were noted:

- There were just over 100 staff within Technology Services, split over four service areas – Operations, Technology, Commercial, Digital. A new Technology Services Strategy would be published in the Autumn, which would include an investment plan aligned to the current medium term financial plan (MTFP) to deliver the vision.
- Technology Services areas of focus included: to improve the stability and quality of current technology service; to create a new corporate digital work plan; to review Technology Services contracts; and to develop next generation devices.
- A number of digital projects had been implemented which had produced savings and made processes more efficient. 120 out of 700 processes had so far been put online including School Admissions and Waste Permits.
- The right skills and resources were needed to move the digital agenda forward – currently the Council lacked digital design skills.
- Members expressed concern about the number of service issues which had been experienced in the last 12-18 months – 7.5 serious issues per month, as compared to an average of 3 or 4 serious issues in the market generally. The Head of ICT and Digital explained that the network provision was the main cause of this instability, due to ageing infrastructure. In addition there were also issues with older technology not connecting smoothly to newer systems.
- The Council invested heavily in security of ICT systems and had taken necessary steps to safeguard data when the NHS was targeted by cyberhackers earlier in 2017.
- A programme was underway to look at how best to increase mobile working and ensure a secure and stable service for mobile workers. Tablets were being tested as an alternative to laptops and a new approach to mobile working would be tested over the next two years. From a technology point of view, it was envisaged that a fully functioning mobile Council could be achieved within 18 months to two years, if the funding was approved through the MTFP.
- The Head of ICT and Digital explained that as the Council had decentralised the technology budget it was not possible for him to provide a figure on the percentage of the Council's funding spent on legacy rather than Cloud-based systems.
- In relation to digital savings for the Communities, Health and Adult Social Care Business Unit (CHASC) being significantly below target, Mr Adams-Wright advised that the CHASC operating system was inhibiting its transformation, therefore a new ICT system was being introduced. He acknowledged the challenging target and suggested that this be revisited by the new CHASC management team.

The Chairman thanked Mr Chilver and Mr Adams-Wright for attending the meeting.

8 BUDGET SCRUTINY 2017 - 6 MONTH PROGRESS REPORT

The Chairman welcomed Mr John Chilver, Cabinet Member for Resources and Mr Richard Ambrose, Director of Finance and Assets to the meeting. Mr Ambrose took Members through

the six month progress report on the implementation of the 2017 Budget Scrutiny Inquiry recommendations. The following main points were noted:

- **Recommendation 1** – Business cases were already being tested for robustness by the Corporate Management Team (CMT) who had requested that performance indicators should be included. Equalities Impacts Assessment screening was also included on the template as standard.
- **Recommendation 3** – There were no plans to establish any further Alternative Delivery Vehicles (ADVs) at present, but the recommendations in the report which went to Cabinet in July would be followed up again in early 2018.
- **Recommendation 5** – A usage review of the lifts in the tower block would be undertaken during October 2017, which would take into account the potential future usage in light of the Council's drive to more agile working.
- **Recommendation 6** – A proposal to add a further £50,000 to the training budget was being considered in the Medium Term Financial Plan.
- **Recommendation 8** – A review of foster carer allowances had been undertaken and Buckinghamshire County Council was in line with other local authorities. Members commented that there was evidence to suggest that an increase in allowances could lead to more foster carers coming forward and it was therefore important to strike the right balance.
- **Recommendation 10** - Had been implemented.
- **Recommendation 13** – Whilst the Committee welcomed the commitment to retain Local Area Technicians in the medium term, it was suggested that improved effectiveness of the road resurfacing programme could reduce the need for Local Area Technicians in the future.

The Chairman thanked Mr Ambrose for this update and it was agreed that the Chairman and the Committee and Governance Adviser would assign a RAG status to each recommendation, in light of the discussions and share this with the Committee via email.

ACTION: Chairman/Committee and Governance Adviser

On a matter that had arisen from the last meeting, Mr Ambrose confirmed that the 7p in the pound spend on back office included staff salaries.

Mr Ambrose confirmed that the net revenue budget was approximately £330million and 70% of that figure was spent via third parties. The Committee would be provided with a breakdown of the contracts the Council had and it was suggested that contract management might be an area to consider at a future meeting of the Committee.

ACTION: Director of Finance and Assets

9 COMMITTEE WORK PROGRAMME

Mrs Kelly Sutherland, Committee and Governance Adviser reminded Members of forthcoming agenda items as follows:

November 14th

- Project and Programme Management
- Budget Scrutiny 2018 Scope for agreement
- Income generation Inquiry – 12 month recommendation monitoring
- LASR Property Review Update

December 19th

- Cabinet Member update following Call-in
- Budget Scrutiny 2018 briefing

10 DATE AND TIME OF NEXT MEETING

Tuesday 14th November 2017 at 10am in Mezzanine Room 1, County Hall, Aylesbury.

CHAIRMAN





Budget Scrutiny Inquiry Progress Update on Recommendations
Interim Progress Report (6 months on)




Select Committee Inquiry Report Completion Date: February 2017


Date of this update: September 2017





Lead Officer responsible for this response: Richard Ambrose

Cabinet Member that has signed-off this update: Martin Tett

Accepted Recommendations	Original Response and Actions	Progress Update	Committee Assessment of Progress (RAG status)
1: That Cabinet ensures that all projected savings in future budgets are underpinned by robust business cases.	Business cases have been produced for all proposed savings. More detailed plans are being developed where needed.	COMPLETE Business Cases have been produced for all new proposed budget savings. These business cases are being reviewed for robustness.	
2: That Cabinet receives progress reports on Income Generation targets as part of its quarterly Performance and Finance Reports.	Progress against income generation targets will specifically be reported to Cabinet on a quarterly basis.	Income Generation updates are provided to the Select Committee regularly. Progress against income generation targets are reported to BU Boards and will be reported to Cabinet on a quarterly basis going forward.	
3: That Cabinet agrees an action plan on how to ensure that the Council learns the lessons from previous Alternative Delivery Vehicles, prior to establishing any ADVs in future.	The Cabinet has commissioned a review of the various Alternative Delivery Vehicles which will include the lessons learned from these models and actions as appropriate.	COMPLETE The Cabinet considered a report on lessons from ADVs at its meeting on 24 July 2017. A series of recommendations in relation to the development of current and future service models were agreed and a progress report on the implementation of the recommendations will go back to Cabinet in six months (Jan 2018).	
4: That Cabinet ensures that there is an effective management mechanism in place for increased	The Chief Executive's team has developed a series of management mechanisms, including a detailed programme tracker, which will provide	COMPLETE The Council's Corporate Management Team reviews the Corporate Change Register on a quarterly basis. This provides a detailed account	

<p>corporate oversight of large scale cross-cutting reviews (i.e. those which cross different portfolios and/or Business Units).</p>	<p>the One Council Board with increased corporate oversight of cross cutting reviews and transformational projects with high value savings. Any issues will be escalated to Cabinet, as appropriate.</p>	<p>of progress in delivering those projects with high value savings or significant impact. Where appropriate, further reports are commissioned on individual projects/programmes as required. For example, the CMT review the delivery of the Change for Children programme at the Budget Board on a monthly basis.</p>	
<p>5: That Cabinet postpones a decision about the installation of a third lift in New County Offices until both the existing lifts are fully operational; thereafter a detailed usage study should be undertaken to assess the need for an additional lift.</p>	<p>A detailed usage study will be undertaken after the first quarter of 2017/18 to assess the need for an additional lift.</p>	<p>A detailed usage study is currently being undertaken and the results will be reported to Cabinet Members in the Autumn.</p>	
<p>6: That comprehensive training plans are developed and delivered with more urgency to ensure an improvement in commercial skills across the Council. These plans should focus on developing staff skills and knowledge in Procurement, Commissioning, Contracts Management and the identification and exploitation of Commercial Opportunities.</p>	<p>The council is already doing much in this area. It has a programme of activities (e.g. commercial awareness, contract management, applying commercial capability, effective bid writing, risk analysis & management etc.) and all platinum and gold contract managers have been trained.</p> <p>Further work will be undertaken to ensure that the right people are accessing the training to help further develop commercial skills across the Council.</p>	<p>The County Council has delivered a range of commercial skills training programmes aimed specifically at Contract Managers and Commissioning Officers. Generic commercial skills courses have also been made available to other staff. In order to develop enhanced level skill's plans are currently being developed to establish a Commercial Academy with possible sponsorship from a commercial organisation. This activity is considered to be a high priority by the Corporate Management Team and a business case for further investment will be considered by Cabinet as part of the next budget round.</p>	
<p>7: That any business case for building new residential care homes for children is subject to rigorous scrutiny by the relevant</p>	<p>AGREED IN PART</p> <p>The business case will be subject to internal review and challenge initially.</p>	<p>COMPLETE</p> <p>Cabinet approved business case to prudentially borrow up to £2m to fund additional 20 residential places (4 homes) in county. Asset Management identified 2 existing corporately</p>	





<p>Boards e.g. Asset Strategy Board and the relevant Select Committee, prior to a key decision being taken.</p>	<p>Depending upon the outcome of this review it will then be considered by Cabinet. The Select Committee can then scrutinise the business case if required.</p>	<p>owned properties in Aylesbury and a plot of land in Wycombe for development. The remaining home will be located in Buckingham, purchased on the open market. First home due to open early next year.</p>	
<p>8: That processes for recruiting and retaining foster carers should be streamlined and the schedule of allowances reviewed. Fostering and Adoption should be more actively and effectively encouraged and Children's Services should simplify as much as possible, (within legal and safeguarding requirements) the application processes for prospective Foster Carers and Adopters.</p>	<p>The Fostering Service has had an improvement partner, Core Assets, undertaking a diagnostic review which has included the development of an action plan that addresses recruitment and retention processes including fostering allowances.</p> <p>Significant improvement has been made within the Adoption Service on its performance in timescales for recruiting and matching children with adopters.</p> <p>Buckinghamshire is also part of the Regional (Central East) Adoption Agency Innovation Programme where this activity will transfer to Fostering and Adoption.</p>	<p>COMPLETE Fostering Meetings with current foster carers are underway to widen the range of children that they can foster. Processes and recruitment priorities reviewed and monthly case progression meetings now in place. Closer working between the fostering teams is leading to greater specialisation and simplified processes. Fostering allowances are being benchmarked and reviewed. Recruitment campaign underway; currently targeting foster carers for teenagers</p> <p>Adoption Adopters now experience consistency of social worker. Adopters approved since April 2015 with our new process wait on average twelve months less for a match than those approved before that date. We have maintained our clear adoption recruitment criteria. This has reduced applications but improved our conversion rate and matching. This was recognised as outstanding practice in another authority. We have run a Facebook campaign for adoption recruitment.</p>	

<p>10. That the provision of Home to School Transport, both mainstream and SEND, by the Council meets national statutory guidelines only, and that parents/guardians are provided with reasonable notice for any policy changes.</p>	<p>We will only provide the statutory provision for transport and ensure changes are communicated to parents with reasonable notice.</p>	<p>Two elements of Post-16 charging reviewed: SEN transport for colleges brought in line with mainstream transport arrangements. Post 16 charging benchmarked with other authorities. Business case being prepared to outline realistic levels of savings to be achieved and options for delivery.</p>	
<p>12. That Cabinet should provide funding from outside of the portfolio, to extend the Wellbeing Project into Aylesbury.</p>	<p>The Cabinet Member is strongly of the view that the success of the Chesham project should be repeated in Aylesbury in recognition of the demographic pressures. However, this needs to be subject to a rigorous business case.</p>	<p>COMPLETE A business case has been produced and agreed on a one year basis. Continuation of the project would be subject to a strategic review of the learning and impact from all the wellbeing projects and their alignment with the Early Help strategy and Adult Social Care transformation programme.</p>	
<p>13. That there should be no further reduction in the number of Local Area Technicians and that funding for this should be reinstated in the MTFP, given that they are a key access point for both Members and the public.</p>	<p>There will be no reduction in Local Area Technicians from the current establishment for at least the next 3-years.</p>	<p>COMPLETE As per the original response, the funding for Local Area Technicians has been incorporated into the MTFP for 2017/18 to 2019/20. No further reductions are proposed in the 2018/19 MTFP.</p>	
<p>14. That the Council's approach to gully cleansing is urgently reviewed and if appropriate, further resources reallocated to ensure there is full provision across the County. This should be considered as an invest to save approach.</p>	<p>Cabinet recognise the funding challenges to maintaining highway drainage across the county and will be increasing the budget by £300k per annum for a period of at least 3-years. This funding will be used for a range of drainage maintenance activities to support improving the condition of the drainage asset.</p> <p>An implementation plan will be signed</p>	<p>COMPLETE A programme of works has been viewed and approved by the Cabinet Member for Transportation and contains a variety of work types that will show steady improvements in the standard of highway drainage across the County. Works have now commenced on the ground with an immediate focus on small element works. Design of larger scheme type work is ongoing. It is anticipated that the majority of the programme will be completed by the end of</p>	

	off by the Portfolio Holder by the end of the first quarter of the 17/18 financial year.	December with a small amount of budget being carried forward into Q4 to deal with any other issues as they arise.	
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Please note – Recommendations 9 and 11 were not agreed by Cabinet

RAG Status Guidance (For the Select Committee’s Assessment)

	<i>Recommendation implemented to the satisfaction of the committee.</i>		<i>Committee have concerns the recommendation may not be fully delivered to its satisfaction</i>
	<i>Recommendation on track to be completed to the satisfaction of the committee.</i>		<i>Committee consider the recommendation to have not been delivered/implemented</i>



Buckinghamshire County Council Select Committee

Finance, Performance and Resources Select Committee

Report to the Finance, Performance and Resources Select Committee

Title:	Project & Programme Management
Committee date:	Tuesday 14 November 2017
Author: Management Officer	Stephen Rawlinson, Programme
Contact officer: Email: srawlinson@buckscc.gov.uk	Stephen Rawlinson, Tel No: 01296 383539,
Cabinet Member sign-off: Finance, Performance and Resources	Mr John Chilver, Cabinet Member for

Purpose of Agenda Item

The purpose of the report is to inform Members about the Council's approach to project and programme management in terms of how we are structured and the support that's available e.g. toolkits, developing knowledge, skills and expertise.

This report was originally requested by Risk Management Group in August 2017, however it was felt that due to the breadth of the topic that the Finance, Performance & Resources Select Committee would be a more appropriate forum to discuss this.

Background

The Council don't have a centralised Programme Management Office ("PMO") model – the corporate function is performed by a Programme Management Officer in the Finance and Assets service and Business Units have separate functions to ensure that projects and programmes are carried out appropriately within their respective service areas.

The corporate function focuses on:

- Setting, developing and embedding a standardised set of frameworks and tools that facilitates a consistent approach to project management



- Establishing a learning and development pathway to develop the skills and expertise required to support successful delivery of projects and programmes
- Providing advice, guidance and support on using best practice project management standards and approaches

While there are some differences between Business Units, role holders are responsible for operationalising functions and governance frameworks to facilitate internal reporting and visibility of project and programme progress to executive management, including Business Unit Boards.

Transport, Economy & Environment (“TEE”) have identified the need for a dedicated PMO and are in the process of recruiting a PMO Manager. A PMO Charter has been created, defining the purpose, vision, mission and functions that the PMO will provide, which includes:

- Establishing and facilitating controlled start-up and closure of projects
- Encouraging a project environment focused on performance and execution
- Building project management discipline and professionalism

In Communities, Health & Adult Social Care (“CHASC”), there are two Business Managers responsible for:

- Providing skilled project management and oversight to the implementation of key projects within their respective service areas
- Ensuring processes are followed for appropriate project governance and mechanisms to identify and report problems to senior management

In Resources the function is performed within the Commercial Team, which also undertakes peer reviews and check and challenge of business cases before they are presented at Business Unit Board. Whereas in Technology Services, they operate a PMO structure model where four Project Managers report directly to a Head of PMO & Project Governance who is responsible for:

- The development, and effective and efficient provision of project management and programme office services
- Ensuring that all services provided from within the team are delivered in accordance with agreed specifications and established timescales and, that they support the Council’s vision, values and strategic objectives

In Children's Services, the Improvement Team provide an overview of project and change activity. The Change for Children programme includes a significant proportion of this and is subject to regular monitoring and reviews by the Corporate Management Team ("CMT").

While Business Units are responsible for the delivery of projects and programmes within their service, they should align to the corporate model.

Quarterly reporting via an organisational-wide change register provides CMT with an overview of the delivery readiness; including financial savings, on key change activity, aligned to the organisational and strategic priorities of the Council.

This process is managed by the Insight & Business Improvement team in the Assistant Chief Executive's Service ("ACES"). Projects and programmes are considered by Business Units for inclusion on the register in line with a set of defined criteria based on financial thresholds, potential risk impacts as well as organisational impacts and/or other considerations.

The Council's Capital Programme is managed by the Capital Programme Manager within the Finance and Assets service, with a clear focus on improving the governance framework and processes to support effective decision making at Asset Strategy Board ("ASB") and maximise value for money from the Council's capital portfolio. There is also a significant effort on reducing the level of slippage to ensure that our capital spending is optimised.

Summary

The progress that's been made on the improvement journey to date is outlined below:

Frameworks and Tools

Developed and delivered a consistent project management framework based on industry standard methodology, that's straight forward to follow and recognises best practice. This includes updates to many of the document templates, and development of additional templates to further support the project lifecycle.

The refreshed and updated [Project Management toolkit](#) launched in July 2016, with a further iteration published in September 2017 to support continuous improvement.

The toolkit can be used as a key reference source and guide to the management of projects at the Council. It also introduces agile methods and approaches.

The launch and subsequent enhancements have been actively promoted through organisational-wide communications to raise the profile and awareness. This has



contributed to a three-fold increase in the number of page visits when compared with the previous 12-month period.

Learning and Development

Co-designed a two-day Project Management Enhanced Skills training workshop to build and enhance existing project management skills, and explore the interpersonal skills and behaviours required to manage projects effectively.

The workshop follows a standard process for managing projects based on proven project management methodology, closely aligned to the themes in the toolkit.

This training was launched with a pilot in May 2017 and since then two further courses have been held – evaluation feedback from delegates has so far been positive.

A one-day Introduction to Project Management training workshop has also undergone a refresh to support alignment with the toolkit.

A separate section has been created in the toolkit to outline the project management learning pathway, including the Associate Project Manager Level 4 apprenticeship.

The toolkit also includes signposting to MindTools; an online learning resource, which contains a wealth of useful tools to support staff working on projects and programmes, for example around decision making, strategy and problem solving.

Collaboration and Knowledge Sharing

A Community of Practice (“CoP”) was set-up to facilitate learning and share knowledge across services to enhance local practices.

To date, this has generated positive discussions leading to the following products being developed and implemented:

- Lessons log – an organisational-wide lessons log to inform the future application of best practice, based on lessons from previously completed projects.

The lessons log, which can be accessed via the toolkit, can help to identify lessons and best practice guidance that can be usefully applied to projects and programmes that we are working on.

- Stakeholder identification checklist – to act as a prompt for project management teams to identify and engage with stakeholders at an early stage.

Organisational-wide communications have been published to raise awareness of these developments.



Advice, Guidance and Support

An improvement plan has been co-developed with the Capital Programme Manager to provide better tracking and visibility of actions through to resolution, a clearer record of decisions taken at ASB and publishing updated guidance on [Capital budget monitoring and forecasting](#) on the intranet.

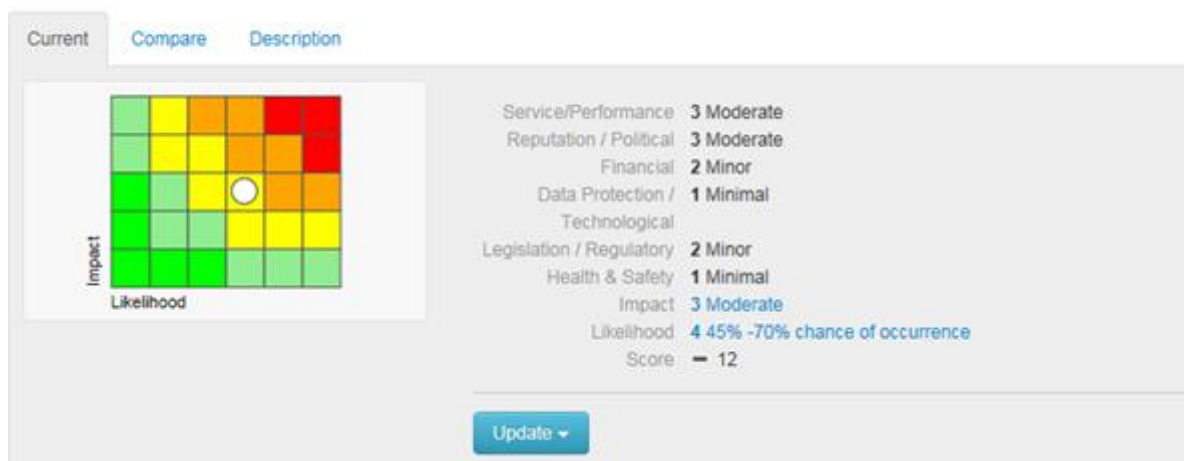
A revised Capital Gateway process has been introduced. The final stage of the process now accommodates production of an end project report following practical completion and handover, followed by a further report at the end of the defect liability period and final account. These reports will be reviewed at ASB and any specific lessons identified and logged for future reference.

Incidentally, end project reports for the Energy for Waste (“EfW”) Programme and purchase of a Bulky Waste Shredder were presented for review and discussion at ASB in October.

Ad-hoc advice and guidance has been provided to major change programmes on developing governance arrangements to support effective set-up.

A strategic risk has been identified around the consistency of approach to project management and is recorded on the corporate risk management system (see below) – this is regularly reviewed and updated.

▲ HQ-A-12 An inconsistent approach to Project Management across the council-



Next steps

While we've begun a journey of continuous improvement, the challenge is that; as in many other organisations, almost every project could be done better.

As many of the building blocks are now in place, the focus is shifting towards demonstrating the worth of these arrangements and how they are helping to improve our project management capability and competency.

For example, more emphasis on end of project reviews to determine whether we have delivered what we said we would, and to learn from this so that positive lessons become embedded in our way of working, and we avoid repeating negative lessons on future projects.

The following have also been identified to support the improvement journey:

Frameworks and Tools

- Develop and publish further guidance in the toolkit on programme management, particularly around the governance arrangements
- Embed the process for collating and sharing lessons learned, building on the organisational-wide lessons log that's been created
- Define and develop a model that provides assurance to stakeholders that projects are being conducted appropriately, properly and comply with relevant corporate standards and policies – the level of compliance should be appropriate to the size, scale and complexity
- Improve the quality of business cases e.g. through training, clearer guidance on development, supported by a robust review process

Learning and Development

- Measure the effectiveness of the training to find out how well delegates have put into practice what they've learnt back in the workplace and whether there have been any barriers to this, to influence future development
- Based on identified lessons, consider developing focused bite-size e-learning modules and/or action learning sets to address key areas

Collaboration and Knowledge Sharing

- Continue to build effective relationships across the organisation to identify opportunities to enhance project management performance and/or standards

Advice, Guidance and Support

- Drive the improvement plan forward to achieve the expected outcomes for the Capital Programme.

Draft Inquiry Scope

Title	Budget Scrutiny 2018
Signed-off by	FPR Select Committee
	Sara Turnbull, Head of Member Services (Statutory Scrutiny Officer)
Author	Kelly Sutherland, Committee and Governance Manager
Date	14 November 2017
Inquiry Group Membership	FPR Select Committee Members and the Chairmen of all other Select Committees
Member Services Resource	Member Services will provide the following officer support: Sara Turnbull, Head of Member Services –Report Quality Assurance Kelly Sutherland, Committee & Governance Manager – Policy Advice & Project Oversight To be confirmed - Policy Lead and Project Management Committee Assistant – Administrative support (as needed)
Lead Cabinet Member	Martin Tett, Leader John Chilver, Cabinet Member for Resources
Lead HQ/BU Officer	Richard Ambrose, Director of Finance and Assets/Sarah Ashmead, Assistant Chief Executive
What is the problem that is trying to be solved?	Members require assurance each year that the Council's proposed budgets are realistic, deliverable and in line with the Council's priorities as outlined in its Strategic Plan. The Finance, Performance and Resources Select Committee conducts hearings in mid-January in order to develop the conclusions and recommendations of its 2018/19 budget scrutiny inquiry. As in previous years, Cabinet Members will be questioned by members of the inquiry group on their planning, assumptions and budgetary proposals for the period of the Medium Term Plan, with their responses forming the evidence base for the recommendations that will be presented to Cabinet.
Is the issue of significance to Buckinghamshire as a whole?	Yes - Budget proposals for the County Council will have an impact on Buckinghamshire as a whole.
Is the topic of relevance to the work of BCC?	Yes see above
Is this topic within the remit of the Select Committee?	Scrutiny of the budget is a priority within the Select Committee's remit. The subject falls within the remit of the Leader and the Cabinet Member for Resources but involves all Cabinet Members.

What work is underway already on this issue?	<p>See key timing considerations</p> <ul style="list-style-type: none"> • The Committee will receive a 12 month update on outcomes of the Income Generation Inquiry at 14th November 2017 meeting. • The Committee will receive a briefing on 19th December 2017 from the Director of Finance and Assets on the draft budget and key financial issues.
Are there any key changes that might impact on this issue?	<ul style="list-style-type: none"> • The Modernising Local Government agenda within the County and any unforeseen changes to government funding. • Possible implications of Brexit
What are the key timing considerations?	<p>Timings of budget consultation</p> <p>11th December 2017 – Cabinet agrees draft budget</p> <p>19th December 2017 – FPR budget scrutiny preparatory briefing</p> <p>Budget Scrutiny – 9th to 12th January 2018</p> <p>12th February 2018 – Cabinet recommends final budget</p> <p>22nd February 2018 – Council agrees final budget</p>
Who are the key stakeholders & decision-makers?	<ul style="list-style-type: none"> • Cabinet Members • Corporate Management Team • Public (in terms of consultation)
What might the Inquiry Achieve?	<p>The Inquiry will result in recommendations to Cabinet to ensure that the Budget for 2018/19 is robust.</p>
What media/communications support do you want?	<ul style="list-style-type: none"> • Press release and social media communications to launch Budget Scrutiny Week • Questions invited from Public via social media during Budget Scrutiny week • Link with communications regarding Council's consideration of the Budget • Press release and social media communications to promote the report once published

Evidence-gathering Methodology

What types of methods of evidence-gathering will you use?
<ul style="list-style-type: none"> • Information provided by the Director of Finance and Assets • Business Unit Commercial Plans • Equality Impact Assessments • Three days of meetings with Cabinet Members • Consultation feedback • Questions from Public via social media
How will you involve service-users and the public in this inquiry?
<ul style="list-style-type: none"> • Meetings with each individual Cabinet Member held in public and webcast • Feedback will be fed through from Public via budget consultation • Public can pose questions via social media during the Budget Scrutiny Week meetings

Outline Inquiry Project Plan

Stage	Key Activity	Dates
Scoping	Inquiry Scope Agreed by Select Committee	14 th November 2017
Evidence-gathering	Pre-Budget briefing	19 th December 2017
	Budget Inquiry Meetings with individual Cabinet Members	9 th -11 th January 2018
Developing Recommendations	Inquiry Group/SC meeting – Key Findings Report & Possible Areas of Recommendations considered	12 th January 2018
	Testing & developing recommendations with stakeholders	19-26 th January 2018
Reporting	Draft Inquiry Group report with recommendations completed (signed-off by SC Chairman)	26 th January or after
	Select Committee agrees report to go forward to decision-makers (either at Committee Meeting or via email)	31 st January 2018
	Cabinet papers published	2 nd February 2018
	Cabinet considers recommendations	12 th February 2018
	Council Report	22 nd February 2018

Income Generation Inquiry Progress Update on Recommendations
Interim Progress Report (12 months on)

Select Committee Inquiry Report Completion Date: December 2016

Date of this update: 14 November 2017

Lead Officer responsible for this response: Jonathon Noble

Cabinet Member that has signed-off this update: John Chilver





Accepted Recommendations	Original Response and Actions	Progress Update	Committee Assessment of Progress (RAG status)
<p>1. That governance arrangements are put in place to ensure oversight and delivery of Income Generation targets across the Council. The Inquiry Group recommends that this includes:</p> <ul style="list-style-type: none"> • The establishment of a One Council Board sponsor for income generation • The regular consideration of the Council’s income generation activity by One Council Board • The establishment of Income Generation champions within Business Units to encourage innovative thinking and to report on activity (see slide 20 – highlighted green text from Hammersmith & 	<ul style="list-style-type: none"> • One Council Board has now nominated Gill Quinton, Managing Director- Business Services Plus as the sponsor for Income Generation. • One Council Board has already implemented a new process to strengthen its monitoring of all major projects and MTFP targets, including all of the income targets. • Each Business Unit will be asked to nominate a lead for Income Generation • The new Commercial Plans for Business Units require the explicit consideration of Income Generation. • Delivery against both Commercial Plans and the MTFP will be reported to Business Unit Boards on a monthly basis. 	<ul style="list-style-type: none"> • Gill Quinton (now Executive Director, Resources) continues to fulfil the role of (Corporate Management Team) sponsor for income generation. Day to day actions are co-ordinated by Jonathon Noble (Commercial Director) and Richard Schmidt (Head of Strategic Finance), working with the Income Generation Champions and Finance Directors for each business unit. Following a reorganisation, the business unit Finance Directors now report to the council’s Head of Strategic Finance but very closely support Executive Directors and management teams. • Income Generation is now a regular item on the CMT forward plan, with the most recent report on <i>Fees and Charges Benchmarking</i> due to be considered in November. • Business Unit plans include a Commercials section, which includes income generation. • Income Generation Champions have been identified for all business units, who meet regularly to share information. The group recently organised the Buckinghamshire Innovation Summit, which asked teams to develop business cases for income generating ideas. Six outline business cases 	

<p>Fulham)</p> <ul style="list-style-type: none"> • Plans to deliver the Income Generation Strategy are specified as part of Business Unit Plans • Income Generation plans are reported to Business Unit Boards on a regular basis 		<p>were produced and these are now being developed in ongoing working groups.</p> <ul style="list-style-type: none"> • Fees and charges are now reviewed annually as part of the MTFP process, with the default assumption that they are uplifted by 3% unless a rationale is provided for why they should be higher or lower (e.g. as a result of benchmarking or led by demand) • A total of £5.7m of additional income was included in last year's MTFP for delivery this year (2017/18). Based on the mid-year income monitoring position, we are on track to exceed this by around £195k overall. 	
<p>2. That a mechanism is established by which income generation information, best practice and support can be shared across Business Units, including skills development resources.</p>	<ul style="list-style-type: none"> • Commercial training including some focus on income generation is already available to officers and will continue to feature in the corporate training programme • Lead officers for income generation for each BU will be asked to form an action learning set to share best practice 	<ul style="list-style-type: none"> • Best practice and opportunities for collaboration is now shared via the Income Generation Champions Network. • The Innovation Summit provided an opportunity for council staff to learn not just from each other, but from the small and large businesses that attended. This learning is continuing via working groups who are developing the outline business cases. • Funding has been agreed in principle as part of this year's MTFP process for investment in commercial skills - £100k over two years. This funding has been agreed specifically to develop the contract management skills of staff but there clearly there are some transferrable skills that apply equally to income generation, e.g. financial appraisals, negotiation skills • As this funding will not be available until April 2018, we have in the meantime launched a pilot Commercial Academy, with the intention of generating income while training our staff. The first event, on <i>Effective Bid Writing</i>, takes place in December 2017 and some places have been offered to other organisations in order to subsidise for BCC. 	

<p>3. That the Council maximises income from external funding by:</p> <p>a. Establishing and adopting the most effective and efficient model for identifying external funding for all Business Units, and</p> <p>b. Developing a central register of bids to avoid duplication of work, enable oversight of activity and early identification of support needed to realise opportunities.</p>	<ul style="list-style-type: none"> • The Council will continue to work with both the business and third sector communities, through such vehicles as the LEP, BBF and CVO to attract additional funding into Buckinghamshire. • A register will be established to increase the visibility and co-ordination of funding bids. 	<ul style="list-style-type: none"> • We have established a ‘hub and spoke’ model for income generation, with accountability in business units for their income generation activities but greater support and co-ordination from the corporate centre. This has had the effect of promoting greater collaboration while ensuring that income targets and accountabilities remain with the budget holders, Executive Directors and Cabinet Members. • The central funding register has been established and is managed by Commercial Services. This currently has 15 live opportunities and we are preparing or have submitted bids for 7 of these. This has enabled us to pull together teams from across the council to work on bids, e.g. a member of the Commercial Services team is currently supporting the TEE Business Improvement Team on a bid for Rural Broadband Infrastructure funding, in partnership with BBF and the LEP. Duplication is gradually being replaced with collaboration. 	
<p>4. That the “investing for income generation” section in the Income Generation Strategy be widely publicised to enable ‘pump priming’ activities to be considered by the Business Units to deliver income generation projects which require initial funding.</p>	<p>A number of the existing communication channels will be used to promote the Income Generation Strategy in general and this aspect in particular.</p>	<ul style="list-style-type: none"> • The Income Generation Strategy has been recomunicated. We expect business units to bid into the various available investment mechanisms to pump prime the ideas that were developed at the Innovation Summit. Teams are currently working up the details of their business cases, including required investment and pay back period. 	

<p>5. That the speed of culture change in relation to Income Generation be improved by:</p> <p>a. Developing a corporate policy for credit card payment charges</p> <p>b. Ensuring income generation targets are specified in the objectives for Managing Directors, and</p> <p>c. Exploring the potential for incentivising staff who have identified income generation activity & whose ideas have been realised.</p>	<ul style="list-style-type: none"> • The policy on credit cards will be reviewed • Due to the different nature of Managing Director responsibilities it may not be possible to set specific targets However it will remain the responsibility of Managing Directors to deliver the Commercial Plans which will include income targets. • Consideration will be given to how staff can be rewarded via our contribution based pay system, for generating successful ideas for additional income. 	<ul style="list-style-type: none"> • The corporate policy on credit card payments is to charge a 1% fee per transaction. However, this will cease with effect from 13th January 2018 as a result of new legislation which prohibits organisations from passing on charges to customers. The cost implication of this for the council is negligible (around £3,700) and it is possible that it will result in more payments being made by credit card, which is the most efficient payment method and safest for customers • We have discussed incentives for income generation with staff and Unison. Evidence of innovation and income generation will contribute positively to staff appraisals but Unison told us they would be uncomfortable with the introduction of anything more radical than this (e.g. a commission model). Moreover, the Employee Reps told us that they didn't believe this was the motivation most staff had for contributing ideas and that, in most cases, having their ideas considered and, where viable, implemented, would be reward enough. The Innovation Summit received excellent participation and feedback from all attendees and demonstrated that staff still have a huge amount of enthusiasm and creativity; the working groups established following the event are developing their business cases and will hopefully see some of the ideas implemented. • Over and above the recommendations from Committee, we have undertaken a review of all of our fees and charges. We were due to do this as part of a CIPFA benchmarking survey but, due to the delay in this starting, have undertaken our own benchmarking survey to look for opportunities to increase our fees and charges. 	
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RAG Status Guidance (For the Select Committee's Assessment)

	<p><i>Recommendation implemented to the satisfaction of the committee.</i></p>		<p><i>Committee have concerns the recommendation may not be fully delivered to its satisfaction</i></p>
	<p><i>Recommendation on track to be completed to the satisfaction of the committee.</i></p>		<p><i>Committee consider the recommendation to have not been delivered/implemented</i></p>



Buckinghamshire County Council Select Committee

Finance, Performance and Resources

Report to the FPR Committee

Title:	Update on LASR and OPE initiatives
Committee date:	November 14th
Author:	Richard Ambrose
Contact officer:	Donald Milligan Donald.milligan@turntown.co.uk
Cabinet Member sign-off:	Cllr Chilver

Purpose of Agenda Item

This report is for information.

The purpose of this report is to inform the committee of the progress made with the LASR initiative and also with the One Public Estate partnership work.

The two initiatives have grown to become interconnected in support of an overall strategic vision.

Background

LASR is the Council's initiative to make best use of its asset base by:

- provide the right assets in the right place at the right time from which to deliver effective services
- maximise the estate's value for money
- maximise the potential for a new investment based approach to real estate which will deliver low risk, sustainable revenue income for the County in the medium to long term
- invest our Capital in existing and new assets with an intent to reduce costs over the life of a building or to generate an increased capital receipt

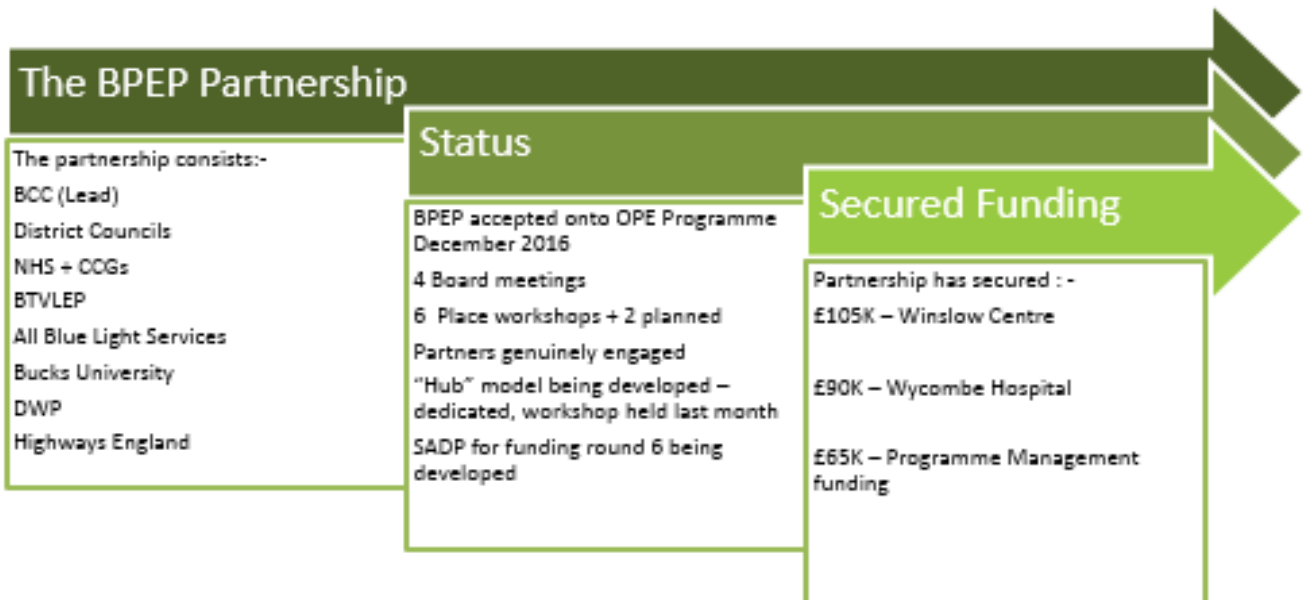




The agricultural estate, country parks and schools were excluded from LASR.

Individual projects have been ongoing and have been reported separately, however the overarching principles of the LASR review were agreed by Cabinet Members in July 2017.

In parallel with the LASR review, BCC have been leading on building a One Public Estate (OPE) partnership, having the partnership accepted onto the OPE programme and gaining funding for asset-based projects. Our involvement in OPE is noted below:



Whilst certain individual LASR projects such as Green Park, Southern Area office Strategy, Aylesbury Study Centre, Aylesbury Lending Library and Children’s Homes are ongoing, the LASR and OPE initiatives are coming together to support the Hubs vision and programme as detailed in the next section.

At the time of writing, focus has been on compilation of the next OPE funding round submission. The intention following that is to reinvigorate consultation and raise awareness



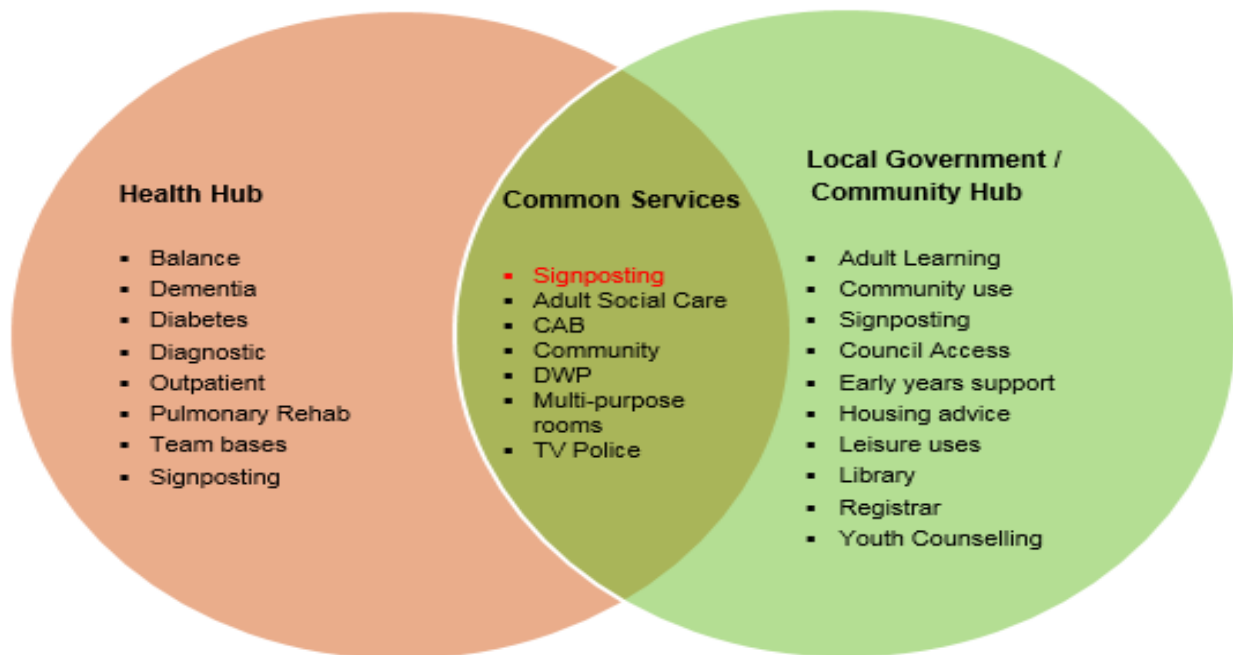
with individual Services. It is recognised that neither of these initiatives can make progress without cross-service participation.

Summary

LASR identified a potential for a series of Hub facilities across Buckinghamshire, these were intended to provide primarily Council services with potential for discussion with other public sector partners.

The involvement of our OPE partners has broadened this discussion and there is now an opportunity to develop a series of truly public sector wide Hubs across the County.

The partnership are developing this vision currently. The exemplar groupings of services are noted below:



Currently, the pathfinder projects for this initiative are the Winslow Centre (which received OPE funding in the 2016 round) Green Street and a proposal to utilise the Library, Red Cross building and the Swan Practice building in Buckingham – both of these proposals will be submitted for funding in the 2017 round of OPE funding.

At the time of preparing this report the Service and Assets Delivery Plan (SADP) was being prepared for submission to the LGA on November 3rd. The SADP is, in effect, the funding application for OPE monies to pump prime compliant projects. At time of writing is intended



that c£500K of funding is sought to support the Green Street and Buckingham projects and to give support for the general development of the programme and new projects as they are identified in 2018.

Key issues

There are no key issues in terms of the maintenance of progress on LASR projects, the programme will continue to be developed.

In terms of the LASR/OPE Hub programme, key issues are:

- Achieving funding support from LGA
- Maintaining commitment of external partners
- Broadening knowledge and gaining buy-in from Services within the Council

Resource implications

Currently, LASR is being maintained by Donald Milligan an external consultant. Donald is programme manager for the OPE partnership too and sits within BCC as the lead partner.

It should be noted that Donald's time working on the OPE partnership is paid for from the OPE monies awarded in the 2016 funding round. It is intended that a similar funding request will be included in the 2017 submission.

Next steps

The funding application (SADP) will be submitted on November 3rd.

Feasibility works will continue to explore the optimum solution for the Buckingham project.

Other LASR projects will continue as planned and will be reported in the normal way.

Consultation with Services will continue to maintain the currency of the LASR pipeline projects and to inform and involve on the Hub initiative.